

APPENDIX 11: PHIP SYSTEM-LEVEL COMPETENCIES

New coalitions and alliances

- Analyze information and influence diverse groups to participate in public health activities.
- Identify potential strategic partners.
- Facilitate and form various work groups, alliances, and coalitions, and use community mobilization methods and tools appropriate to the local community.
- Foster trusting and effective relationships with diverse groups.

Communication

- Manage information dissemination to diverse entities including the public, legislators, local boards of health, and the news media.
- Interact with the public and the media especially with regard to risk communication.
- Balance legal and confidentiality issues for the public benefit.
- Use the most effective, efficient, and expedient telecommunications media for individual public health situations.

Results-based accountability system

- Develop a strategic plan that identifies goals, objectives, and performance measures and has a process to monitor and evaluate achievements.
- Develop, maintain, and evaluate:
 - * Operating infrastructure (accounting, budget, contracts, procurement, grants compliance, facilities, and risk management systems)
 - * Program and administrative written policies, procedures, and protocols

- Use program evaluation and cost efficiency tools (cost benefit analysis, return on investment tools) to monitor and evaluate effectiveness of results and adjust as indicated.
- Evaluate resource utilization.

Information technology systems

- Enable collection and access to information on current health topics, demographics (including vital statistics), and health outcome indicators.
- Implement data collection processes that ensure technology transmission compatibility and systems storage. Processes should also assure access to client treatment and case management plans, current health topics and updates, and community demographic and infrastructure information.
- Provide information in user-friendly formats in a timely manner.
- Guide the collection, analysis, and dissemination of health status information.
- Collect, analyze, and organize data and information for staff, public health partners, and clients.
- Use software available within the agency to perform research, record keeping, communication (e.g., e-mail, word processing programs), data analysis and interpretation (including simple spreadsheet programs), and reporting tasks.
- Use web-based applications for searching and retrieving information.

Technical and professional competencies

- Create an environment that embraces workforce development methods to build staff capacity through continuous learning opportunities.
- Apply workforce development principles (personnel rules, compensation, employee policies).
- Use commonly applied workforce development tools (needs assessment, training, learning and development plans, evaluations, etc.) and apply as needed to develop staff.
- Identify and apply current relevant scientific and technical information.
- Apply the consultation process to differing aspects of the internal and external consultant roles as appropriate to the situation and stakeholders.
- Model and encourage creativity and vision in the application of technology to improve services and productivity.
- Improve knowledge, skills, and abilities to improve performance in the short-term and long-term.

Public health policy, authority, and responsibility

- Apply and practice leadership principles and skills.
- Analyze, evaluate, and communicate public policy choices.
- Interpret and apply laws and regulations that pertain to public health authority and responsibility.
- Apply an understanding of the value and costs of public health services to make strategic decisions regarding funding choices.

Quality improvement

- Apply strategic quality improvement methodologies that are aligned with program goals, stakeholder input, etc.
- Evaluate needs and develop a quality improvement plan.
- Foster an environment where quality improvement is embraced and applied as part of everyday work.

Systems thinking

- Understand the need to see interrelationships rather than cause-effect chains; evaluate key stakeholder interests to find commonalities that benefit the public health system.
- Be proactive and manage the processes of change.
- Promote and facilitate organizational learning.
- Be creative and flexible in identifying and evaluating alternatives, and anticipate the consequences of actions and responses.
- Optimize opportunities to improve the health status of the community.
- Demonstrate ability to address problems with new and effective solutions.

Visionary leadership

- Define key values and use these principles to guide action.
- Participate in scanning the environment, internally and externally, for information critical to the agency's mission.
- Keep the mission in focus and articulate it clearly.
- Facilitate creation of a vision of excellence and a scenario of a preferred future.
- Allow others to be empowered to create and implement plans to enact the shared vision.
- Coach, inspire, and motivate staff and others to accomplish agency mission.